

# Navigating Ethical Dilemmas in AI: Ensuring Fairness and Diversity

Keyana Scales, EdD— Senior Vice President

Roger Lee, *SVP AI Success & Sustainability for  
Product Strategy*



# Presenters



## **Keyana Scales – Senior Vice President**

Dr. Keyana Scales brings over 20 years of professional experience in the areas of admissions, recruitment, scholarship and financial aid leveraging, and student success program design and implementation to her role as senior vice president. She also brings extensive subject matter expertise related to strategic planning, master planning and overall student success.



## **Roger Lee — Senior Vice President of AI Success and Sustainability**

20 years of extensive expertise spanning finance, operations, service management, and quality assurance. Roger held numerous top-level roles in contact centers and technology solution firms including Deluxe Corporation, Thomson Reuters, HP, OpenText, Gridspace, and Uniphore.

# Agenda


1. AI for Higher Education: Understanding Ethical Dilemmas
2. Effective AI Use in Higher Education
3. Responsible AI and Governance

# **AI for Higher Education: Understanding Ethical Dilemmas**

**1**

# POLL QUESTION

**Is your institution using ChatGPT or other similar tools for student and or administrative use?**

- 
- Yes
  - No
  - Not sure



# Pros & Cons of ChatGPT Usage in Universities

Source: [Appmatics blog](#)

## PROS

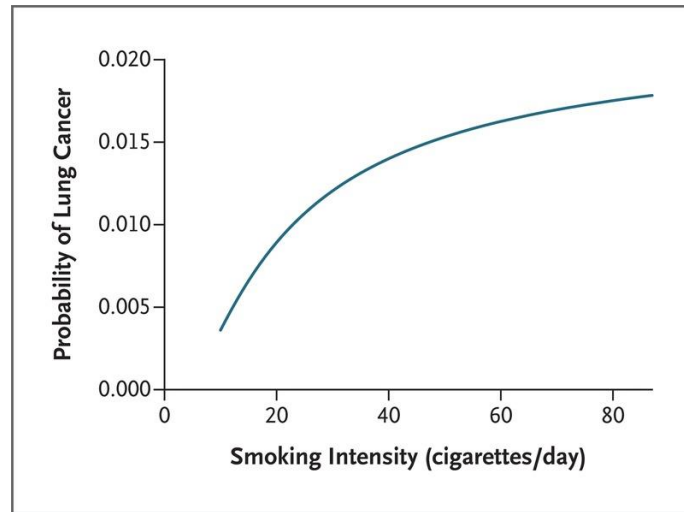
- Efficient responses
- 24/7 support
- Scalability
- Diverse technical application
- Multilingual communication
- Personalized and interactive user experience

## CONS

- Limited control over generated content
- Distribution of misinformation
- Lack of emotional intelligence
- Privacy / Security risks
- Black box architecture

# AI is Everywhere

**AI, or Artificial Intelligence** is a field of computer science using algorithms to simulate human intelligence or capabilities.



Hey  
Google...



# AI for Higher Education

Source: [Intelligent magazine survey](#)

**50%**

of educational admissions departments used AI in 2023.

**82%**

of educational admissions departments will use AI in 2024.

**65%**

of admissions professionals are concerned about the ethical implications of AI.



# Benefits of AI for Higher Education

- Personalized engagement with students and alumni
- Data analysis
- Strategy optimization
- Effective maximization of time and resources

**Before we reap these benefits, it's **critical** to ensure fairness and diversity!**

# Causes for Ethical Dilemmas in AI

Ethical dilemmas in AI technology often stem from complex and multifaceted issues.

## Bias and Discrimination

1

- Biases present in training data.
- Responses without reference or accuracy.
- Outcomes affect marginalized communities.

## Lack of Transparency and Accountability

2

- Operate as "black boxes".
- Lack of accountability.

## Privacy Concerns

3

- Large amounts of personal data.
- Erode public trust and violate privacy.

## Autonomy and Control

4

- Loss of human control and oversight.
- Balance between human judgment and machine autonomy for critical decisions.

# Pros & Cons of ChatGPT Usage in Universities

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# Effective AI Use in Higher Education



2

# Effective AI Use in Higher Education

Tips for Making AI Use Positive and Equitably

Enhance  
Teaching/Learning  
& Mentor/Support  
Students

1

- Integrate AI in Curriculum
- Utilize AI Tools
- Encourage AI Exploration
- Create AI Learning Communities
- Stay Informed

Advance Research  
& Community  
Engagement

2

- Conduct AI Research
- Collaborate Across Disciplines
- Host Workshops and Seminars
- Build Partnerships
- Share Success Stories

Promote Inclusive  
and Ethical AI  
Practices

3

- Advocate and Support for Ethical AI Practices
- Develop Policies
- Participate in Policy Discussions

Support  
Administrative  
Functions

4

- 24/7/365 Engagement
- Streamline Operations & Improve Efficiency
- Analyze Data with Focus on Insights

# Responsible AI & AI Governance

3

# Balancing Innovation and Responsibility

## Responsible AI

- Formalize the AI use case intake process with defined requirements, including managing compliance and risks.
- Recognition of the unpredictability and difficulty in explaining outcomes from neural network-based models such as large language models and computer vision systems.
- AI governance and risk management framework, tooling, and transparency reporting for RNL and our clients.



## Innovation

- Exploration of generative AI model integration with existing structured and unstructured data sources.
- Leveraging modern AI models and knowledge systems to drive intelligent conversations, distill information quickly, and uncover valuable insights from data.
- Controlled releases of innovative new products and services that build on the consulting expertise and predictive analytics capabilities of RNL.

### Responsible AI

The practice of designing, developing, and deploying AI with built-in fairness, accountability, empathy and transparency (F.E.A.T). We guide institutions in strategically implementing AI while prioritizing ethical considerations.

# F. E. A. T. Principles

## Fairness

Examine training data to identify and eliminate potential amplification of societal and institutional biases.

## Empathy

Address ethical concerns, implications, and practices of AI development, deployment, and workplace policies, that might impact our constituents.

## Accountability

Encourage regular auditing practices and assessments on machine learning models and AI-enabled tools.

## Transparency


Proactively provide documentation, training data, and root cause analysis (RCA), and clearly communicate overall AI governance policies.



# POLL QUESTION

A university is comparing student resumes to admissions rubrics and selecting candidates by uploading these documents into ChatGPT.

## Which F. E. A. T. principle(s) does this violate?

- 
1. **Fairness** — Elimination of potential societal/institutional bias
  2. **Empathy** — Addressment of ethical concerns in relation to AI deployment
  3. **Accountability** — Encouragement of regular auditing practices on AI-enabled tools
  4. **Transparency** — Proactive disclosure of documentation, training data, and AI governance policy

*Select any that apply.*



# How RNL Navigates Ethical Dilemmas in AI

Balancing Innovation and Responsibility Everyday

**Implement Robust Ethical Guidelines and Governance**

**1**

- Establish ethical guidelines using F.E.A.T
- Establish governance structures

**Ensure Inclusivity & Diversity**

**2**

- Diverse and inclusive team
- Engage with diverse stakeholders, including underrepresented communities

**Prioritize Transparency & Explainability**

**3**

- Develop transparent and clear AI systems
- Standard processes for auditing and monitoring

**Adopt a Responsible Data Management Approach**

**4**

- Ethically sourced, accurate and representative data
- Regular audit and update of datasets

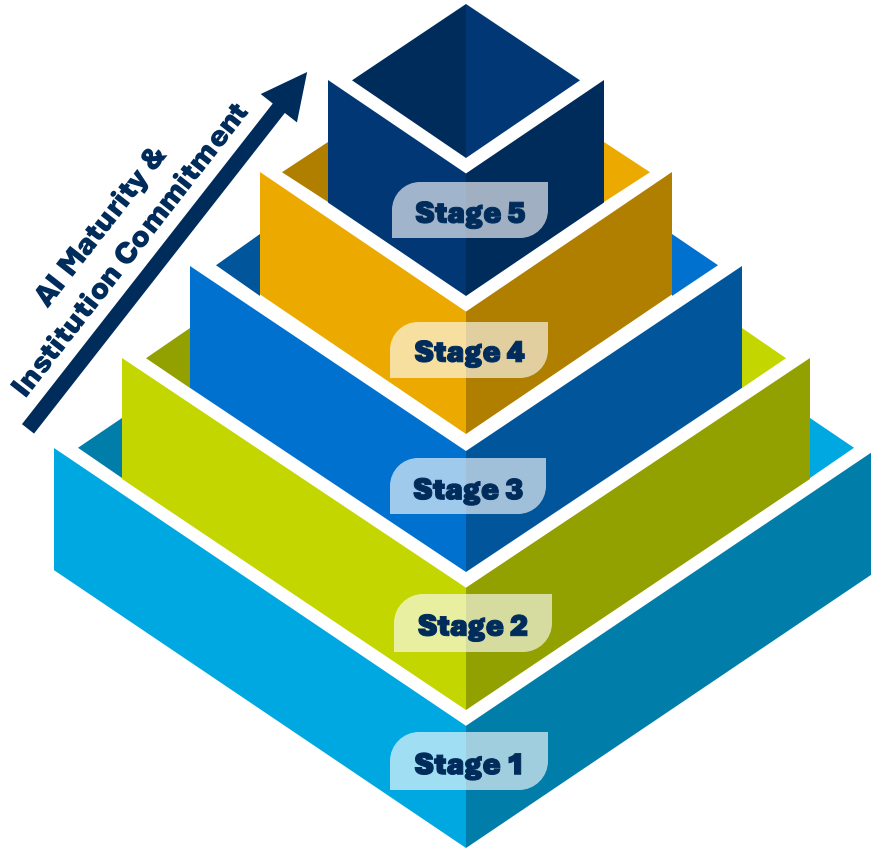
# AI Governance at RNL

AI governance aligns the organizational goals of an institution with the AI and technology teams implementing AI strategy and systems. At RNL, we implement the following AI Governance Framework:

## Enterprise AI Governance Framework



# AI Governance Maturity Model



## Stage 5: Transformational

Governance at Scale

## Stage 4: Systemic

Integrated into All Key Business Processes

## Stage 3: Operational

Building Infrastructure

## Stage 2: Active

Building Practice



## Stage 1: Exploring

Building Awareness



# Stage 1: Exploring

## Building Awareness


- Started exploring the potential use of AI
- Not actively using AI to drive outcomes

### Recommendations

- Continue to focus on building awareness and understanding of AI technologies
- Explore potential applications for AI
- Identify areas where AI can add value to the institution and to its students

# POLL QUESTION

## What Stage of the AI Maturity Model are you currently in?

- 
- Stage 1: Exploring
  - Stage 2: Active
  - Stage 3: Operational
  - Stage 4: Systemic
  - Stage 5: Transformational





**Questions**

The logo for RNL features the letters 'RNL' in a bold, blue, sans-serif font. To the left of the text are three concentric, semi-circular arcs in blue, yellow, and green, suggesting a globe or a stylized 'e'.

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